



PERFORMANCE MEASUREMENT OF SUPPLY CHAIN MANAGEMENT APPROACH WITH SUPPLY CHAIN OPERATIONS REFERENCE MODEL IN SARI BUMI LESTARI FRUIT AND VEGETABLE EXPORTER

ABSTRACT

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Indonesia is an agricultural country that most of the population works in the agricultural sector. In 2015, the value of agricultural GDP increased by 20 percent and agricultural exports to the ASEAN market is high at 21.26 per cent. This shows that Indonesia has the potential to develop the agricultural sector. Central Java has the potential to export horticultural commodity because it is surrounded by horticulture producing regions and regions that strategy with their air and sea transport. Based on these descriptions, it is important to do research on performance measurement in the supply chain Bumi Sari Lestari Fruit and Vegetables Exporter which will assist the company in evaluating the performance of the chain to the achievement of the targets and improve company performance.

Supply Chain Operations Reference method used to describe the activity and measure the overall performance of the supply chain. The study begins with the selection, mapping and measuring level of 1 until level 3 which is based on five core processes in the Supply Chain Operations Reference, ie Plan, Source, Make, Deliver, and Return. Each level with a metric measurement performance attributes, namely Reliability, Responsiveness, and Asset Management. Results of measurement metrics will continue the comparison with the target company. The final stage is to formulate options for improvement to reach the target company to create competitive advantage.

Bumi Sari Lestari Fruit and Vegetables Exporter in running production operation involving farmers, farmer groups, gapoktan, exporters and importers of Singapore. The results of performance measurement metrics 1 Perfect level Order fulfillment = 82.41%, fulfillment Order Cycle Time = 5 days, and Cash To Cash Cycle Time = 13hari. From the comparison with the target company's performance, the value of Perfect Order fulfillment not reached the target. While the value of fulfillment Order Cycle Time and Cash To Cash Cycle Time has a time faster than the company's target. At level 2 result Deliver process has the lowest performance. Mapping level 3 Deliver process known companies less attention to the process receive product elements from Source or Make. Alternatives to improve supply chain performance is the push-pull system of supply chain and subcontracting.

Keyword: Horticultural, Supply Chain, Supply Chain Operations Reference

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**PENGUKURAN KINERJA SUPPLY CHAIN MANAGEMENT DENGAN
PENDEKATAN MODEL SUPPLY CHAIN OPERATIONS REFERENCE DI PT. BUMI
SARI LESTARI FRUIT AND VEGETABLE EXPORTER**

INTISARI

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Indonesia merupakan negara agraris yang sebagian besar penduduknya bekerja di sektor pertanian. Pada tahun 2015 nilai PDB sektor pertanian meningkat sebesar 20 persen dan ekspor pertanian ke pasar ASEAN cukup tinggi yaitu 21,26 persen. Hal ini menunjukkan bahwa Indonesia berpotensi untuk mengembangkan sektor pertanian. Jawa Tengah memiliki potensi untuk ekspor komoditas hortikultura karena dikelilingi oleh daerah penghasil hortikultura dan wilayah yang strategis dengan adanya transportasi udara maupun laut. Berdasarkan uraian tersebut, penting dilakukan penelitian tentang pengukuran kinerja rantai pasok di PT Bumi Sari Lestari Fruit and Vegetables Exporter yang akan membantu perusahaan dalam mengevaluasi kinerja rantai untuk melakukan pencapaian terhadap target dan meningkatkan kinerja perusahaan.

Metode *Supply Chain Operations Reference* digunakan untuk menjabarkan aktivitas dan mengukur kinerja rantai pasok secara menyeluruh. Penelitian diawali dengan pemilihan, pemetaan dan pengukuran level 1 sampai level 3 yang didasarkan pada lima proses inti dalam *Supply Chain Operations Reference*, yaitu *Plan*, *Source*, *Make*, *Deliver*, dan *Return*. Pengukuran metrik tiap level dengan atribut kinerja, yaitu *Reliability*, *Responsiveness*, dan *Asset Management*. Hasil pengukuran metrik akan dilanjutkan perbandingan dengan target perusahaan. Tahap akhir yaitu merumuskan alternatif perbaikan mencapai target perusahaan untuk menciptakan keunggulan bersaing.

PT Bumi Sari Lestari Fruit and Vegetables Exporter dalam menjalankan operasi produksinya melibatkan petani, kelompok tani, gapoktan, eksportir dan importir dari Singapura. Hasil pengukuran kinerja metrik level 1 *Perfect Order Fullfilment* = 82,41%, *Order Fullfilment Cycle Time* = 5 hari, dan *Cash To Cash Cycle Time* = 13 hari. Dari hasil perbandingan dengan target kinerja perusahaan, nilai *Perfect Order Fullfilment* belum mencapai target. Sedangkan nilai *Order Fullfilment Cycle Time* dan *Cash To Cash Cycle Time* memiliki waktu lebih cepat dari target perusahaan. Pada level 2 diperoleh hasil proses *Deliver* memiliki kinerja paling rendah. Pemetaan level 3 proses *Deliver* diketahui perusahaan kurang memperhatikan proses elemen *receive product* dari *Source* atau *Make*. Alternatif untuk meningkatkan kinerja rantai pasok yaitu dengan sistem *push-pull supply chain* dan subkontrak.

Kata kunci: Hortikultura, Rantai Pasok, *Supply Chain Operations Reference*

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